

# NORTH WORCESTERSHIRE ECONOMIC GROWTH STRATEGY

## PLACES | BUSINESSES | PEOPLE

### 2019-2024



**Bromsgrove**  
District Council  
[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



**Wyre Forest**  
District Council



# FOREWORD

Combining old and new urban settlements, rolling green landscapes and small villages with an eclectic mix of history and culture, North Worcestershire is a place of tremendous business innovation, pioneering spirit and distinguished heritage of national and international significance.

From Kidderminster-based Sir Rowland Hill, the originator of the penny postage system and developer of the modern postal service, which was adopted worldwide, to playing a major role in manufacturing and developing technologies around the world, such as helping to make the world's first jet engine (Redditch) and being home to one of the top ten and internationally renowned independent schools in the country (Bromsgrove), North Worcestershire is defined by a constant drive to innovate, progress and excel.

This entrepreneurial and innovating spirit is embraced today by many of the 17,500 businesses based in North Worcestershire, accounting for 52.5% of all businesses in Worcestershire. Our businesses continue to achieve phenomenal levels of growth with half of the top 50 fastest growing companies in the county coming from North Worcestershire and seven of them placed in the top 10, as reported in the Worcestershire Business Growth Barometer published by BDO in 2018.

Building on the area's current success and recognising that the public sector must do its share to enable North Worcestershire to retain and strengthen its competitive advantages, the local authorities of Bromsgrove, Redditch and Wyre Forest have prepared this strategy and its supporting interventions.

Access to enabling technologies, such as ultrafast broadband and 5G; adequate infrastructure that connects people with jobs and businesses with markets; supply of quality employment land and premises; thriving town centres that are home to creative industries, arts and culture; a skilled and highly knowledgeable workforce ready to embrace employment opportunities brought about by new and emerging technologies and a knowledge intensive economy are our combined priorities.

We are setting out these priorities and supporting interventions as a platform for future, smart growth that will deliver significant economic, social and environmental benefits for North Worcestershire's residents, businesses and communities and strengthen the area's attractiveness as a great place to live, work, do business and enjoy. We look forward to working with our key partners, stakeholders, developers and investors to make this strategy a success.

Cllr Karen May

Cllr Matt Dormer

Cllr Fran Oborski

Leader of Bromsgrove DC  
Cabinet Member for Economic  
Development, Town Centre and  
Strategic Partnerships

Leader of Redditch BC  
Cabinet Member for Planning, Economic  
Development, Commercialism and  
Partnerships

Deputy Leader of Wyre Forest DC  
Cabinet Member for Economic Regeneration,  
Planning and Capital Investments

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## NORTH WORCESTERSHIRE – AT A GLANCE

### World leading businesses

North Worcestershire is home to world leading companies and a significant advanced engineering and manufacturing sector

25 of the Top 50 fastest growing companies in Worcestershire are based in the north of the county (BDO Worcestershire Growth Barometer 2018)

The fastest growth in creative industries jobs (25%) in the Greater Birmingham and Solihull LEP area (Greater Birmingham Creative Economy Mapping 2017) - Bromsgrove

World's first Wi-Fi 6 and industrial IoT trial at Mettis Aerospace in Redditch

Over 17,500 companies based in North Worcestershire accounting for 52.5% of all businesses in the county

95% superfast broadband coverage across the area, 88% ultrafast (> 100mbps) broadband coverage in Redditch well above the West Midlands' 68% coverage

Well skilled workforce above West Midlands average

### Heritage of national and international significance

Sir Rowland Hill, originator of the penny postage system and developer of the modern postal service (Kidderminster)

Museum of Carpet – over 300 years of Kidderminster's fascinating industrial heritage. Over 3,000 carpet designs, many by significant designers.

Witley Court – spectacular ruins of what once was one of the England's greatest country houses. An English Heritage estate.

Hagley Hall and Park, magnificent achievements of eighteen century English architecture. The Hall is the last of the Great Palladian houses.

Harvington Hall, built in the 1300s and developed in the 1500s, has the largest surviving series of priest hides in the country and a rare collection of original Elizabethan wall paintings

Forge Mill Museum, one of the most unique museums in Worcestershire and the West Midlands. Redditch once produced 90% of the world's needles.

Bewdley – 'the most perfect small Georgian town in Worcestershire'

Stourport – 'the pioneer town of the canal age' and home to the award-winning Canal Basins

### Great outdoors and attractions

Arley Arboretum – 'best place in Britain to see the autumn colours' (BBC Countryfile 2017), over 300 species dating back over 350 years

Bodenham Arboretum – over 3,000 species of trees and shrubs from all over the world spread over 134 acres

Arrow Valley Country Park – 900 acres of parkland, excellent wildlife, 29 acre lake, water sports activities

Wyre Forest – one of the largest, most ecologically significant oak woodlands in England. Great opportunities for walking, mountain biking, horse riding, learning and adventure play

Clent Hills – a National Trust estate to explore miles of footpaths, bridleways and trails offering breathtaking panoramic views over the Cotswolds, Shropshire Hills and Welsh borders

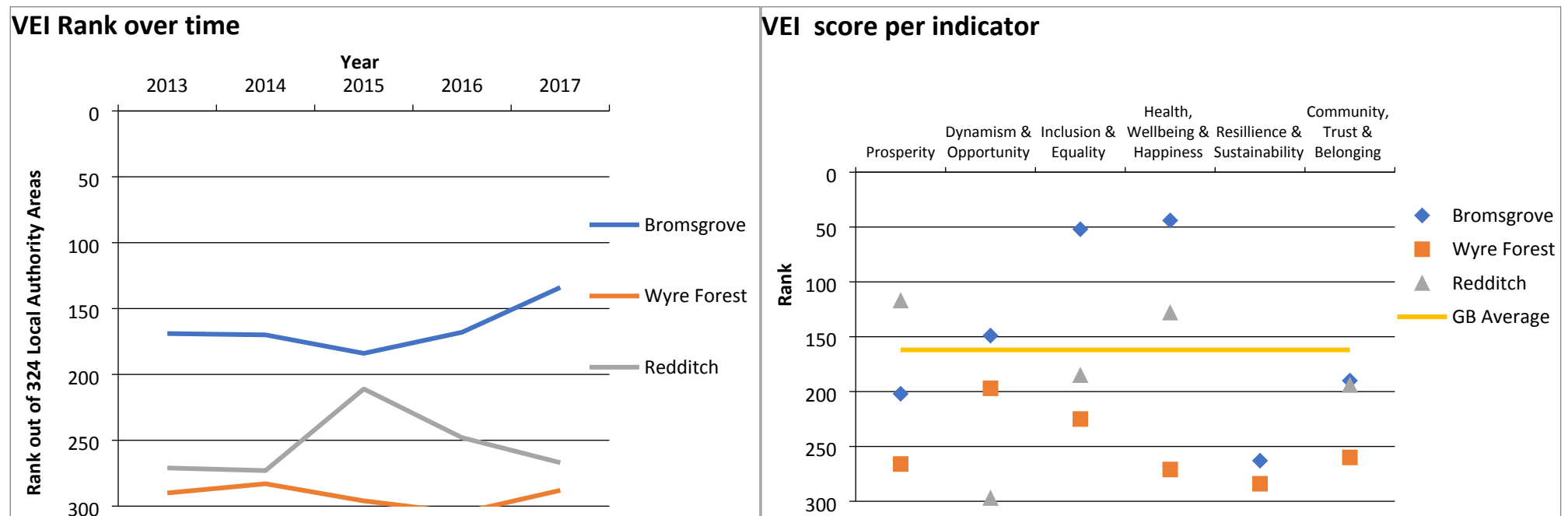
Severn Valley Railway – steam-hauled train along 16 miles of full-size standard-gauge railway line through the amazing scenery of the Severn Valley. Over 250,000 visitors a year.

Wet Midland Safari Park – award-winning visitor attraction (over 700,000 visitors a year) home to around 140 species including cheetah, lions, elephants giraffes and rhinos.

In order to assess the state of the North Worcestershire economy, a variety of quantitative and qualitative data has been assessed. The key findings are presented below, often with comparison to the wider West Midlands geography and that of Great Britain. In order to highlight spatial disparities between the three districts some figures are presented individually, though the strategy is designed to encompass the North Worcestershire area in its entirety.

### The Vibrant Economy Index

The Vibrant Economy Index, created by Grant Thornton, scores districts based on a variety of socio-economic indicators to help reveal each economy’s strengths and weaknesses. A breakdown of the comprehensive index can be found in Appendix A. Each local authority is ranked against 324 other areas.



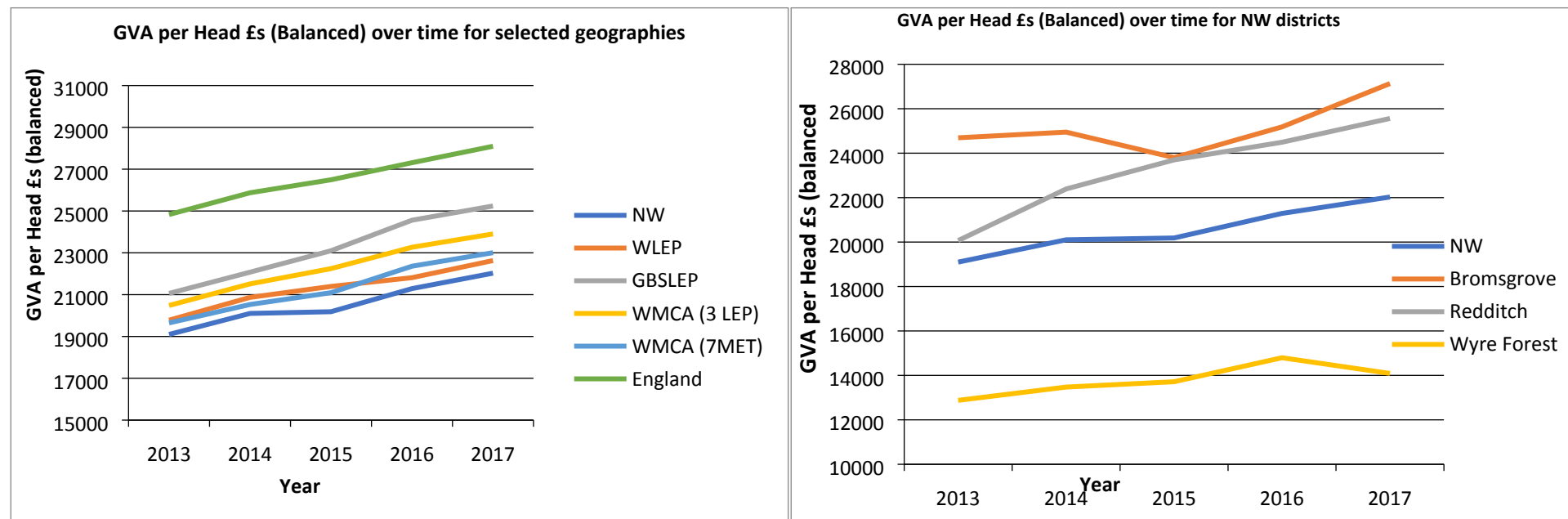
From this data the spatial diversion in economic performance across the districts becomes apparent. Bromsgrove outperforms Redditch and Wyre Forest in all but one basket of indicators (Prosperity). All of the districts have scored below the national average for both the Resilience & Sustainability measure and the Community, Trust & Belonging measure.

## Gross Value Added (GVA)

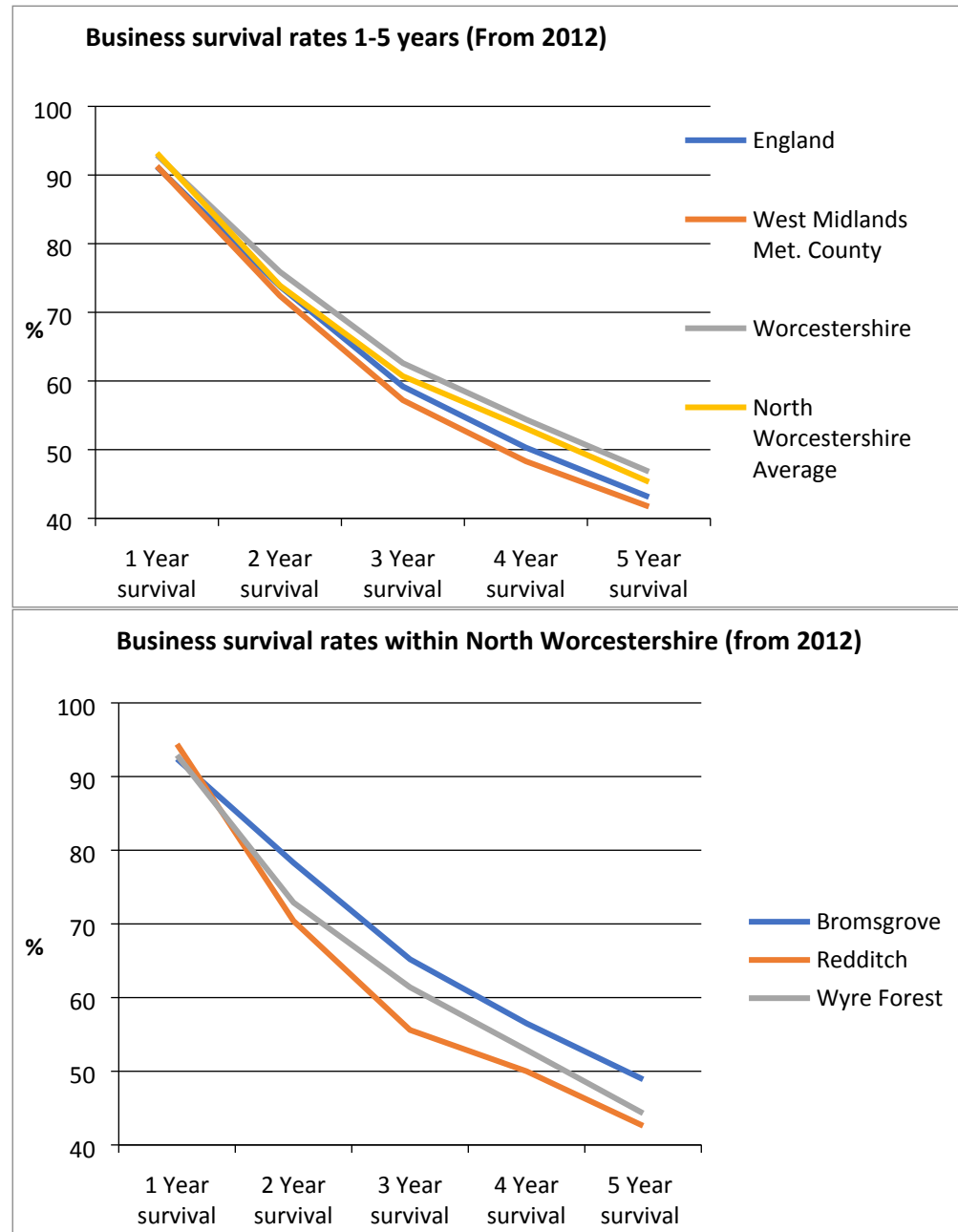
North Worcestershire's GVA falls behind all geographies shown in the graph below – England, West Midlands Combined Authority (WMCA), WMCA Tri-Sep geography, GBSLEP and WLEP.

In order to improve North Worcestershire's GVA, which is significantly below England's average, focus on knowledge intensive sectors such as tech, advanced engineering and manufacturing, finance, professional, scientific and technical activities need to be encouraged. In order for these sectors to thrive, further advances in the employment and skills agenda to promote a highly skilled workforce must be championed. Furthermore, building upon the area's historical success in advanced engineering manufacturing and supply chains whilst diversifying across high growth sectors will not only help protect our economy from shifting global trends and shocks, but raise our added value.

Continued work and support on regeneration and development projects must be advanced and supplemented as high quality infrastructure, public realm and business space will be vital to complement our geographies inherent advantages of high connectivity, proximity to pivotal urban centres and natural beauty.



## The Business Environment



Business survival rates across North Worcestershire are above the England average for every year.

Compared to the West Midlands Metropolitan County rates are also far higher and this gap increases over time from 1.9% higher after one year in business to 3.6% higher after five.

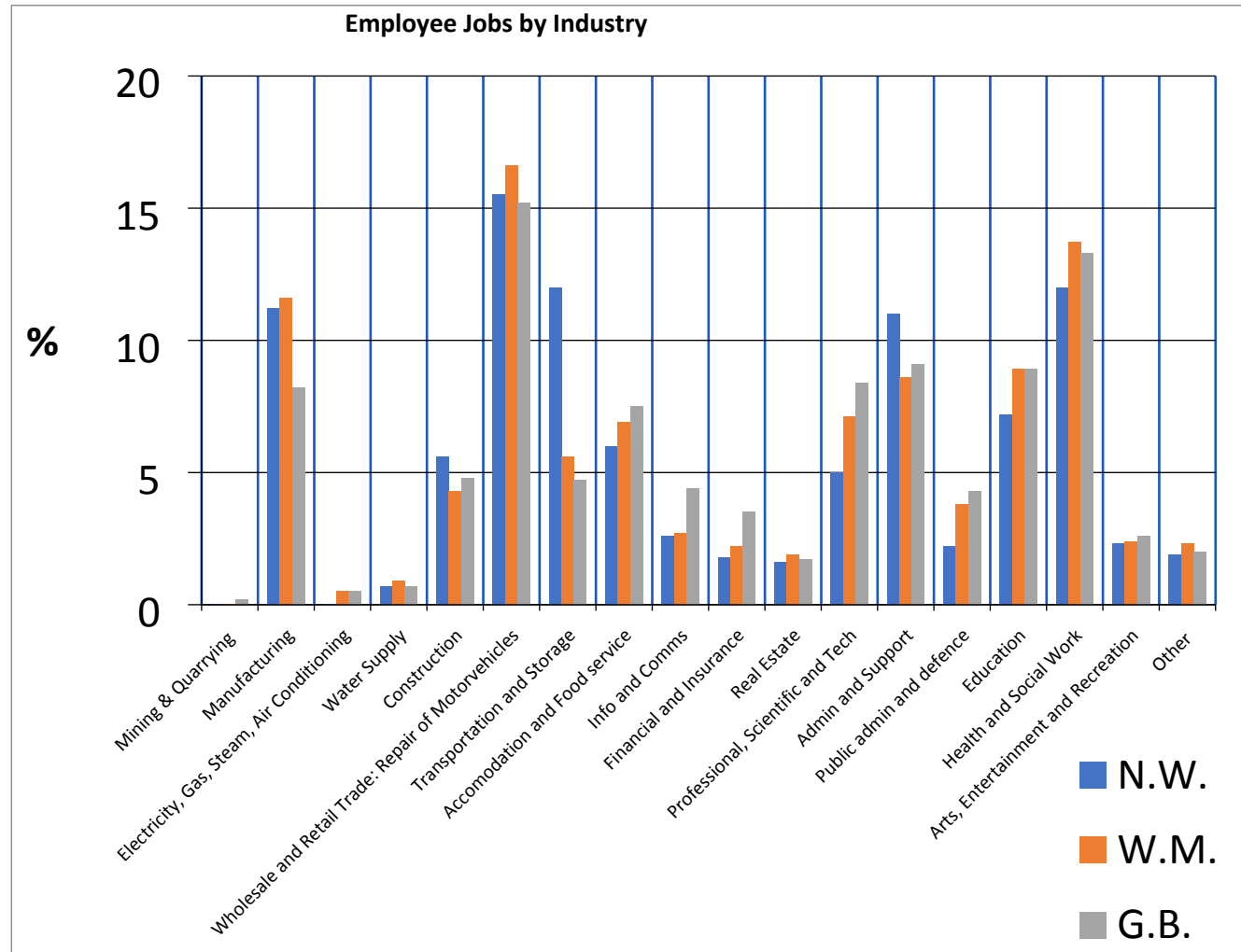
Survival rates are also higher than the Worcestershire average after year one, however from years 2 to 5 businesses in other districts in the county outperform those of North Worcestershire.

Within the district Bromsgrove consistently outperforms Redditch and Wyre Forest in terms of business survival, except for year one where both supersede it.

Here, Redditch has the highest survival rate at 94.4%, though in the following years it falls below Wyre Forest for survival rates.

## Sector Strengths

As is shown in the graph below, North Worcestershire's job market is dominated by Manufacturing, Wholesale and Retail Trade; Repair of Motor vehicles, Transportation and Storage, Admin and Support and the Health and Social Work sectors with each utilizing over 10% of the workforce. Compared to the West Midlands and Great Britain average, the Transportation and Storage, Construction and Admin and Support sectors provide a higher percentage of jobs in the area.

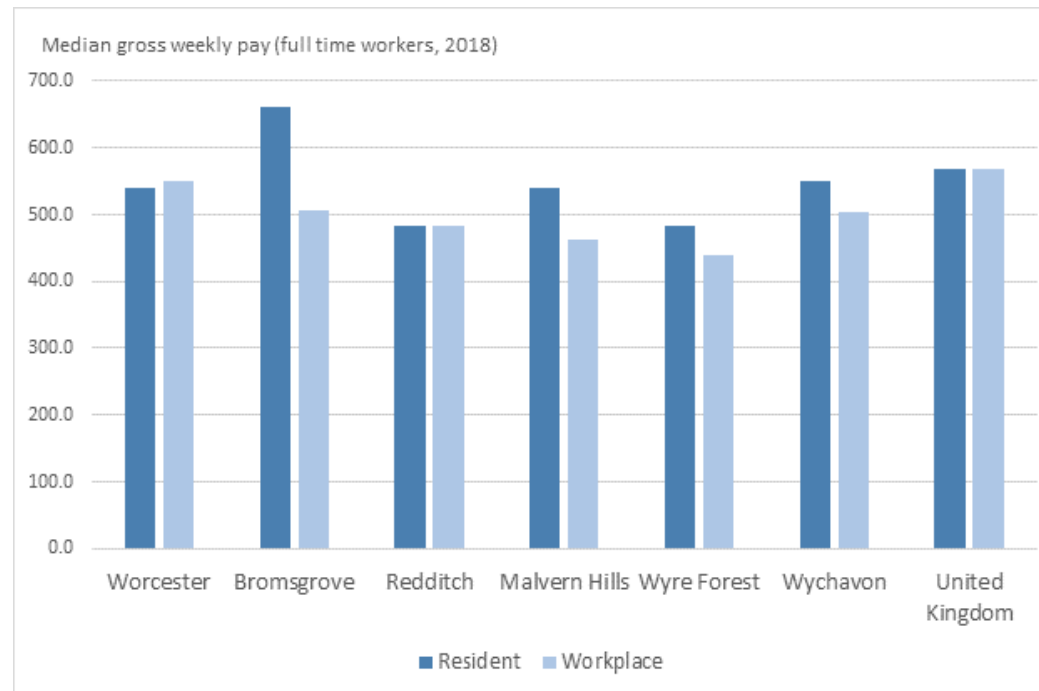


Source: NOMIS, Official Labour Market Statistics



## Resident vs workplace earnings

The graph below shows that both resident and workplace earnings in all three districts, apart from Bromsgrove residents, fall below the UK median. In addition there is a large disparity between the resident and workplace earnings in Bromsgrove, indicating that people are emigrating out of the district for higher paid work. The same can be said of Wyre Forest although the difference is less pronounced. Both Redditch and Wyre Forest fall behind South Worcestershire on both fronts.



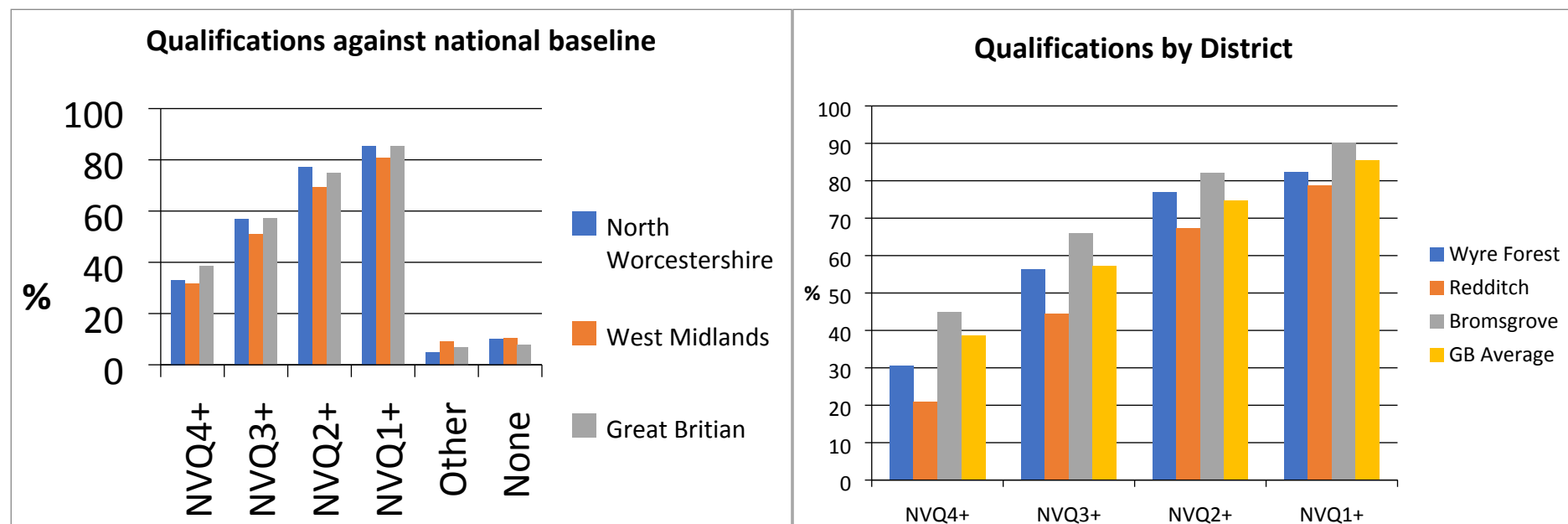
## PILLARS OF GROWTH

Talent | Infrastructure | Technology | Creativity

### TALENT

A key pillar of growth is the human capital of the area, and as such, raising its levels of skills, qualifications and knowledge will help drive productivity and growth in the future.

The workforce in North Worcestershire is relatively well skilled in relation to the rest of the West Midlands. However, compared to the rest of GB, education levels are similar apart from NVQ4+ where the districts fall behind. Within the geography, Redditch fares the poorest with only 21% of the population gaining NVQ4+ qualifications compared to 38.6% across GB. Wyre Forest also falls behind here at 30.7%, whereas Bromsgrove pulls North Worcestershire's average statistics up with 45% of 16-64 year olds gaining a NVQ4+ qualification.



## INFRASTRUCTURE

### Land | Premises | Rail | Road

There is an overall need for a 'North Worcestershire Infrastructure' package that captures improved intra North Worcestershire connectivity and improved inter Worcestershire connectivity for North Worcestershire as well as significant interventions to address the severe lack of supply of employment land in the north of the county.

#### Key issues:

##### **Rail**

- Rail connectivity – investment in rail is needed to stimulate and realise the economic growth potential of the area – connectivity is poor within North Worcestershire and also to the south of the county. There is a need for the county to work collectively to realise the potential of the economic growth set out in the County Rail Strategy.
- Redditch Railway station – currently very poor – there is need for investment in the station and more express services to Birmingham;
- Bromsgrove Railway Station – a new station has been built but there is a need for more services; also, connectivity to the town centre is a key issue that needs addressing.

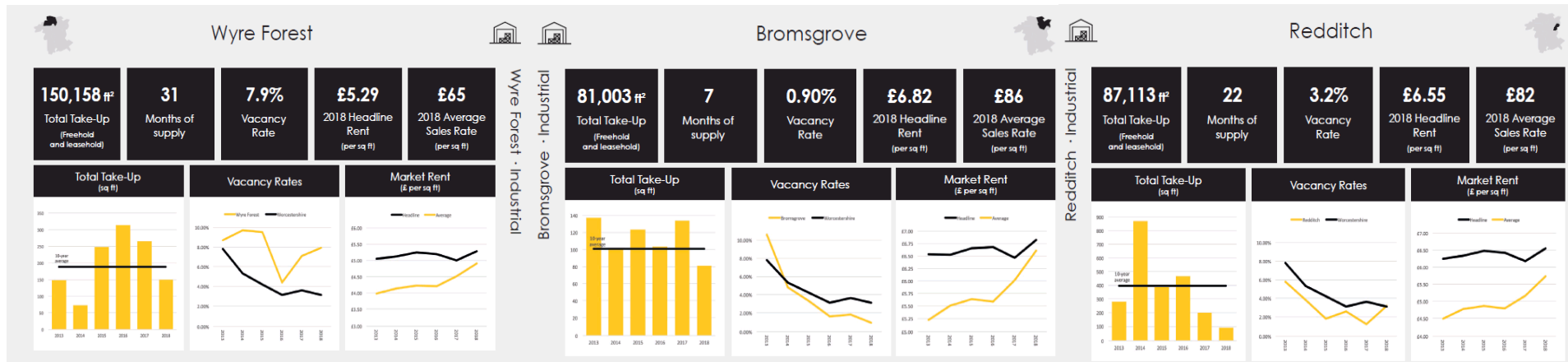
##### **Road**

- Redditch and Kidderminster – need for improved connectivity into Worcester;
- Bromsgrove – continued investment in the A38 to service existing growth; need for longer term infrastructure solutions to create capacity for future growth;
- Wyre Forest – need for infrastructure to support growth to the east of Kidderminster;
- Realising the economic potential of 'growth corridors'

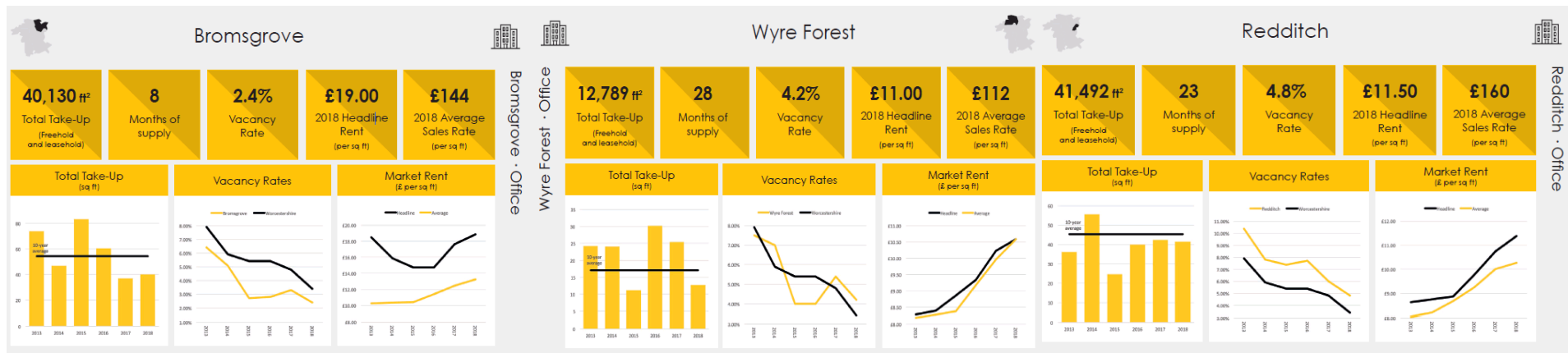
##### **Land & premises**

There is a severe shortage of top quality employment space in some parts of the geography, which is undoubtedly one of the biggest barriers to growth and future prosperity across North Worcestershire. This factor not only pushes up rents but also prevents investment and business relocation into the area.

With respects to *industrial premises*, the 2018/19 GJS Dillon Market Report notes high levels of demand for sub 10,000 sq/ft premises in Bromsgrove coinciding with a severe stock shortage. This is reflected in their low vacancy rate and high rents. As such newly developed land for the purpose of commercial use must be prioritised over residential use. The outlook in Redditch is more positive, with recent developments at Crescent Trade Park and Velocity42 and the forthcoming one at Redditch Eastern Gateway providing a wide choice for investors in size of property. Yet, Redditch's close proximity to other alternative spots means that ease of expansion for local businesses must be a priority. Wyre Forest houses the largest unused supply of industrial premises, largely linked to its historical past as a manufacturing hub. These brownfield sites offer exciting opportunities to investors with huge potential.



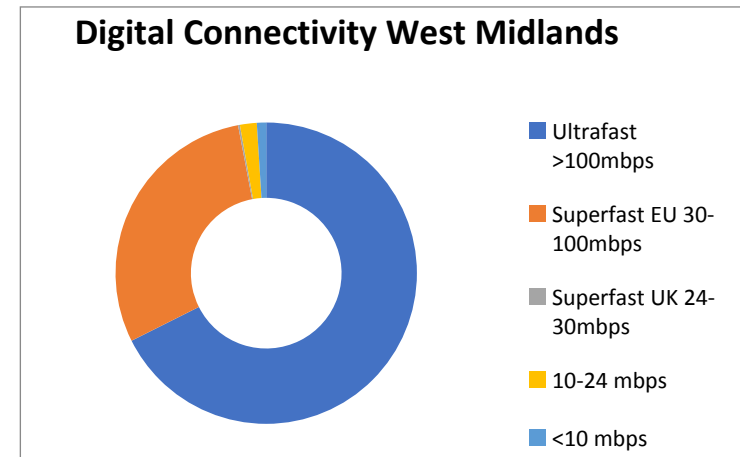
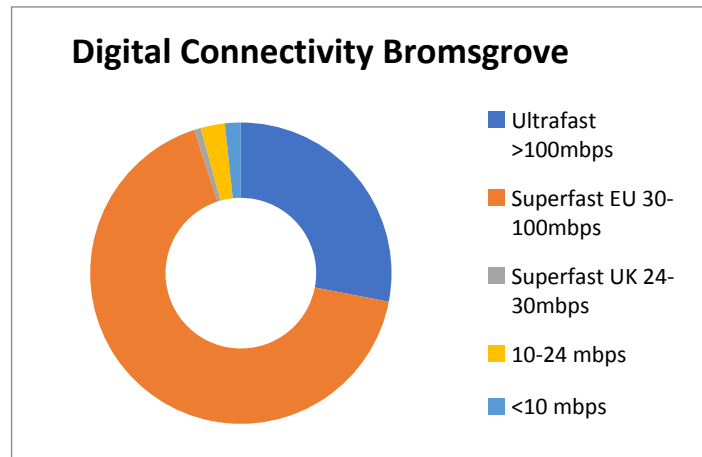
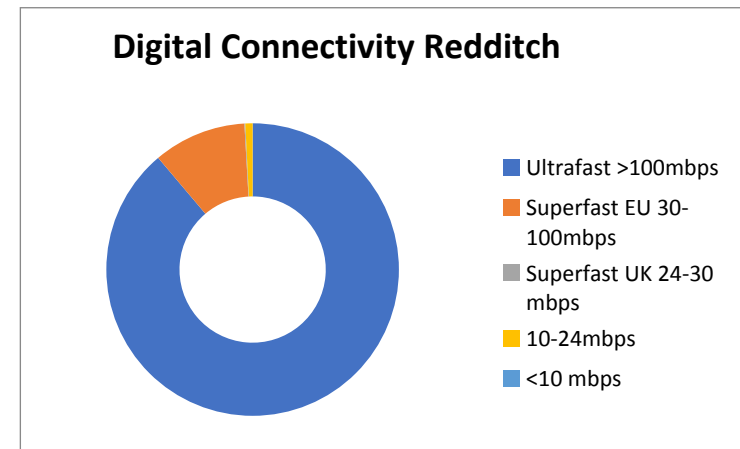
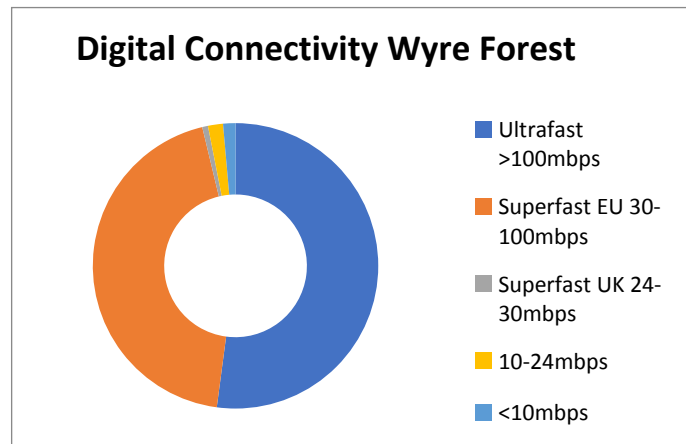
Office space faces a major challenge in Bromsgrove, with the lowest amount of supply across Worcestershire. This will increase rents (currently by far the highest across North Worcestershire) and capital values upwards and may prove a barrier to increasing local growth. In both Redditch and Wyre Forest the main challenges are due to a lack of Grade A stock. Wyre Forest represents the areas greatest opportunity to expand due to the vast manufacturing land which is dormant. In Redditch there is a need for large stock to meet current demand, meaning that small and mid-range stock has become more readily available.



## TECHNOLOGY

The possibility of generating high levels of productivity and GDP growth, addressing key societal challenges and enabling *smart* living through technological advancements is of particular interest at this time. The expected roll out of 5G technology has the opportunity to transform the world as we know it, allowing high capacity, high reliability and low latency internet connections. This will lead to major economic advantages for the economy even creating new industries, products and services, touching every aspect of daily life.

Digital connectivity across the North Worcestershire is currently good, with over 95% of district households and businesses having access to superfast broadband. The coverage of ultrafast broadband (100mbps+) is especially good in Redditch, with Wyre Forest and Bromsgrove both failing below the English and West Midlands average in this category. Access to ultrafast broadband, as an enabling technology, is critical to business attraction, so improving the two districts' ultrafast broadband coverage must be an immediate priority.



## CREATIVITY

The creative industries in North Worcestershire have achieved significant growth in the past few years with Bromsgrove recording the fastest growth in creative industries jobs (25%) in the Greater Birmingham and Solihull LEP area (Greater Birmingham Creative Economy Mapping 2017). Combining expert music industry knowledge and experience with conventional training and education, Kidderminster College-based MAS Records, an award winning innovative non-profit music development programme has expanded since its 2001 launch to 16 centres nationally.



### Cultural heritage

North Worcestershire has heritage of national and international significance and this is reflected in the RSA Heritage Index that shows the area performing well compared to the national average score of 325 districts. Wyre Forest comes out ahead on most indicators, but most importantly the level of potential growth for all districts is high and the positive impact on the visitor economy significant.

	Total score	Historic built environment	Museums, activities and artefacts	Industrial heritage	Parks and Open space	Landscape and natural heritage	Culture and memories	General/ Infrastructure
Bromsgrove	128	161	166	133	44	239	82	200
Malvern Hills	32	80	239	176	4	195	27	66
Redditch	85	198	157	18	19	189	246	254
Worcester	10	22	9	1	122	113	86	82
Wychavon	79	110	255	200	15	166	112	53
Wyre Forest	37	107	64	7	23	82	166	83

Source: RSA Heritage Index ([www.thersa.org/heritage](http://www.thersa.org/heritage))

Note: The rankings are for 325 English Local authorities. Traffic lights: green (top third, 1-108); amber (middle third, 109-217); red (bottom third, 218-325)

## GROWTH PRIORITIES

### PLACES | BUSINESSES | PEOPLE

This strategy outlines the key growth priorities in North Worcestershire under three main categories: places, businesses and people. These are underpinned by the four pillars of growth – talent, infrastructure, technology, culture – as described above.

The analysis in previous sections shows that North Worcestershire has key strengths and competitive advantages to build on and realise its growth opportunities on the one hand, but is facing significant challenges and barriers in achieving its potential growth on the other hand. To strengthen its economic competitiveness and attraction to business investment, which would bring new employment and growth, the North Worcestershire economy needs to be supported by a range of targeted interventions that address these challenges and create the conditions for future growth.

The section below outlines the growth priorities and supporting interventions that, if materialised, have the potential to bring about significant economic, social and environmental benefits to North Worcestershire’s residents, businesses and local communities.

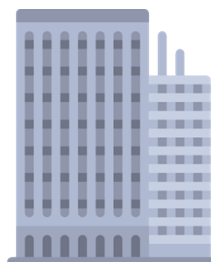
Cumulatively, these interventions have the opportunity to deliver over:



1,000  
homes



500  
jobs



500,000sqft  
floorspace



£500m  
GDV

This is an ambitious growth programme with a transformational potential that requires a comprehensive and coordinated approach. North Worcestershire Economic Development and Regeneration (NWedR) – the shared service between Bromsgrove DC, Redditch BC and Wyre Forest DC – will lead on the programme implementation under the leadership of the three councils and work with key partners, stakeholders, developers and investors to ensure its successful delivery.

## PLACES

### Town Centres | Land & Premises | Connectivity

The investments in places will focus on strengthening the vibrancy and viability of our town centres, infrastructure that unlocks land for residential and employment development, estate regeneration, bringing unused / underutilised buildings back into commercial use and connecting people with jobs.

#### Key priorities:

- Unlocking strategic employment land to facilitate business growth and attract investment to North Worcestershire
- Accelerating development through the use of Local Development Orders (LDOs), enterprise zones, development corporations and other delivery mechanisms
- Working with strategic partners to identify key ‘growth corridors’ to accelerate development of employment land, including a North Worcestershire infrastructure package to ensure capacity at key transport nodes such as motorway junctions and railway stations
- Delivering major town centre projects that will bring more residential, employment and leisure uses to counterbalance the significant retail decline and address the significant structural challenges faced by our town centres
- Improving coverage for ultrafast internet (>100mbps), especially in Bromsgrove and Wyre Forest
- Creating the conditions for 5G roll-out in Bromsgrove, Kidderminster and Redditch

To deliver against these priorities, a number of projects and interventions are currently planned or at various stages of delivery – these are captured in the table below.

PROJECT / INTERVENTION	OUTPUTS / OUTCOMES	KEY PARTNERS
Bromsgrove Market Hall site	Mixed used development Public realm improvements	Bromsgrove District Council Worcestershire County Council
Bromsgrove Dolphin Centre site	Residential / mixed used development	Bromsgrove District Council Homes England
Bromsgrove Town Centre Vision 2040	Visioning document setting out long term priorities for the town centre	Bromsgrove District Council Worcestershire County Council
Bromsgrove Local Centres Strategy 2020-2024	Strategy and implementation plans for key local centres in the Bromsgrove district	Bromsgrove District Council Worcestershire County Council
Redditch Town Deal	The Town Deal with the government to secure investment in the regeneration of Redditch New Town	Redditch Borough Council Worcestershire County Council Worcestershire LEP GBS LEP



		West Midlands Combined Authority WM5G Company
Redditch Railway Quarter	380 new homes 5,000 sqm of commercial space Public realm improvements	Redditch Borough Council West Midlands Railways Worcestershire County Council Homes England
Redditch Community Hub	10,000 sqm of new office space	Redditch Borough Council Worcestershire County Council NHS Trust CCG Department for Work and Pensions
Redditch Education & Enterprise Quarter	2,000-2,500 sqm of incubation / innovation space	Redditch Borough Council Worcestershire County Council Worcestershire LEP Betaden GBSLEP Heart of Worcestershire College WMCA
Redditch Matchborough & Winyates Regeneration	300-400 New homes 1,000 sqm of new commercial space Improved public realm	Redditch Borough Council Worcestershire County Council Homes England West Midlands Combined Authority RSA Academy
Kidderminster Town Centre Regeneration – Crown House and Lion Fields Parcel 4	Mixed use development – residential, workspace, food& beverage, leisure, public realm works	Wyre Forest District Council Worcestershire County Council
Kidderminster - former Magistrates Court regeneration	4,000 sqm of new incubator / innovation space (creative industries)	Wyre Forest District Council Kidderminster College MAS Records
Kidderminster Lion Fields Parcel 1	Leisure-led mixed use development (cinema, food & beverage), gym, other leisure	Wyre Forest District Council Worcestershire County Council
A38 improvements	Improvements in capacity at Junction 4 of the M5 Improvements in capacity at the M42/A38 roundabout Introduction of a right turn lane for southbound traffic waiting to turn into Barley Mow Lane	Bromsgrove District Council Worcestershire County Council GBSLEP Worcestershire LEP Highways England
Growth Corridors Study	Unlocking of employment land to enable business growth and job creation	Bromsgrove District Council GBSLEP and Worcestershire LEP

## BUSINESSES

### Retention | Expansion | Relocation

#### Key priorities

Our priorities will focus on retaining the existing business base, supporting local businesses to expand and encourage new business formation and relocation to the area by:

- Providing a comprehensive package of business support – including business grants and regulatory advice - to ensure business retention and expansion
- Developing incubator / innovation space to encourage investment and growth in new and emerging technologies
- Working with key partners to attract investment in the area
- Encouraging investment in knowledge intensive sectors
- Encouraging investment in the creative industries sector

The table below summaries the projects and interventions being implemented or planned to support the delivery against the above priorities.

<b>PROJECT / INTERVENTION</b>	<b>OUTPUTS / OUTCOMES</b>	<b>KEY PARTNERS</b>
Growth support	Number of businesses benefiting from Growth Hubs supports	GBSLEP Growth Hub Worcestershire Business Central
Booster grants	Number of businesses applying for grants Number of business grants issued	GBSLEP Growth Hub Worcestershire Business Central
Invest in North Worcestershire	Number of inward investment enquiries generated Number of inward investment enquiries responded to	Department for International Trade West Midlands Growth Company Worcestershire LEP (Invest in Worcestershire) GBSLEP
Business aftercare programme	Number of key accounts (businesses) developed and managed Number of businesses receiving support	Department for International Trade West Midlands Growth Company Worcestershire LEP Herefordshire and Worcestershire Chamber of Commerce
North Worcestershire Business Ambassadors	Number of ambassadors	NWedR North Worcestershire Businesses
North Worcestershire Business Awards	Number or entries	North Worcestershire Business Leaders NWedR

Redditch Business Centres	Occupancy level	NWedR
Develop a Creative Hub in Kidderminster (former Magistrates Court building)	Number of businesses incubated and supported / Number of jobs created	GBSLEP WLEP National Lottery Heritage Fund Arts Council MAS Records Kidderminster College
Develop a Digital Innovation Centre in Redditch	Number of businesses incubated and supported / Number of jobs created	GBSLEP WLEP WM5G Company West Midlands Growth Company
Develop a Business Incubator Centre in Bromsgrove	Number of businesses incubated and supported / Number of jobs created	GBSLEP WLEP
Explore the possibility of setting up Cultural Action Zones	Number of businesses supported in the creative industries sector	GBSLEP

## PEOPLE

### Skills | Apprenticeships | Careers |

A talented, skilled, knowledgeable and competent workforce is key to a successful economy. Despite North Worcestershire's workforce achieving qualifications above the West Midlands average, more needs to be done to ensure that the workforce is equipped with the relevant skills and knowledge to capitalise on the new employment opportunities that existing and emerging technologies will bring about.

#### Key priorities:

- Reduce the mismatch between employers' skills needs (demand) and skills provision by education and training providers (supply)
- Motivate and inspire people to develop skills for the high growth key sectors and emerging technologies
- Use partnership and collaboration to tackle skills shortages and gaps that are barriers to long terms business growth and productivity
- Promote the wide spectrum of careers available in North Worcestershire to inspire the careers choices our young people make

PROJECT / INTERVENTION	OUTPUTS / OUTCOMES	KEY PARTNERS
Apprenticeships	Number of businesses offering apprenticeships	Worcestershire Apprenticeships Heart of Worcestershire College Kidderminster College Re-Wyre North Worcestershire businesses
Opening Doors to Business	Number of pupils visiting businesses participating in the project	Continu Trust RE-Wyre OGL Computers Redditch Business Leaders Group (skills) Worcestershire Apprenticeships
Learn to Earn programme	Programme designed to connect pupils' career aspirations with studying STEM subjects. 300 pupils in North Worcestershire expected to take part	GBS LEP Young Enterprise
High Skills Level Match	Paid and unpaid internships for graduates	Birmingham City University Newham University Re-Wyre
WMCA Mayor's Mentors programme	Number of pupils / schools participating Number of mentors recruited	Redditch Borough Council WMCA Redditch Business Leaders Group (skills) Trinity High School Redditch St Augustine
Connecting Communities Programme	Skills programme the focuses on Batchley / Brockhill Ward in Redditch	WMCA Heart of Worcestershire College

Adult Information and Guidance	IAG, career review, skills health check, bespoke and tailored workshops, retraining, up-skilling	National Careers Service WMCA Heart of Worcestershire College
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## FUNDING INSTRUMENTS

The delivery of the above projects and interventions will require significant external funding contributions. There are several funding instruments currently available:

- Future High Streets Fund
- Towns Fund (Towns Deal)
- GBSLEP Local Growth Fund
- GBSLEP SEP Enabling Fund
- National Lottery Heritage Fund - Heritage Enterprise
- UK Shared Prosperity Fund (total budget, allocation method, eligibility and administrative arrangements to be confirmed; envisaged to be operational from 2021)

## MEASURES OF SUCCESS

We will measure the success of our strategy and its supporting projects and interventions by the performance of the following indicators:

- Number of VAT / PAYE registered businesses within the District
- Number / type/ size of businesses within District
- Affordability of houses v income
- Wage levels for people who live and work in the district
- Number of people who live and work in the district (also expressed as a % of the working age population)
- Number of vacancies on existing employment sites and length of vacancy/turn around. This will show demand and if broken down into location/size it will give extra info on company demand profile in the local area to measure regional and national assumptions against
- Number of enquiries received by the Council and the NWEDR team from prospective inward investors
- Number of existing businesses supported to grow and develop
- Number of new business start-ups
- Skills attainment rates
- Town centre measures such as progression of key development sites / footfall
  - o Number of car parking spaces sold (as this would show the total number of people coming to the area)
  - o Average time bought in car parks (as this would show town centre dwell times or at least give an indication of how long people intend to stay for)
  - o % occupancy of market spaces (would show how attractive the town centre offer is to traders)
  - o Progression of key development sites
- Footfall
- Number of self-employed within District (as a % of businesses)
- Number of employment related applications

## KEY STAKEHOLDERS

### Partners | Funders | Supporters

Our ability to deliver this ambitious growth programme is heavily dependent on the collaboration with and support of our key partners, funders and supporters, as illustrated below. We are grateful for all their support provided so far and will continue to foster deeper and closer working relationships with them to deliver the interventions needed to enable our places, businesses and people to develop, grow and prosper.

